

Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director for Collection
and Dissemination
FROM : Management Officer

DATE: 8 September 1949

SUBJECT: OCD Survey - Interim Report - Liaison Branch.

1. General Findings

a. In retrospect with particular comparison to OCD surveys of 1947 and 1948, it was found that substantial and commendable improvements have been made in Liaison Branch activity.

(1) Operations have been greatly simplified.

(a) A large amount of collection activity is now accomplished through informal action without recourse to a formal CD. ✓

(b) With establishment of inter-library loan service on intelligence materials, a substantial amount of document procurement has been eliminated from the activity of this Branch. ✓

(c) The record-keeping has been greatly simplified. ✓

(2) The work being performed by professional staff members is of higher quality.

(a) All the significant non-IAC agencies are being exploited for intelligence materials. ✓

(b) The Branch is now giving positive assistance to researchers in establishment of needed contacts in other agencies. ✓

(c) The Liaison Officers are largely concerned with directing their activities toward the intelligence objectives. } Meaning?

(3) The intelligence officers are constructively thinking of ways and means of improving intelligence operations and simplifying their activities. ✓

(a) The CIA disseminator questioned the manner in which FDB relates the OO/W reports to outstanding RDs.

(b) The Army Liaison Officer isolated, analyzed, and recommended correction for army collection deficiencies.

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b. The Desk Chiefs of Liaison Branch are not in strong enough positions and do not have the time needed to correct collection and liaison deficiencies relating to IAC policy. Therefore, greater ICAPS participation is indicated.

True.

(1) They cannot effect better collection coverage.

(2) Since they cannot make commitments for CIA, they cannot trade CIA service for needed IAC or non-IAC services.

c. Two concepts contained in Liaison Branch statement of functions are neither realistic nor susceptible to implementation in the near future.

(1) Liaison Branch has not and cannot effectively coordinate and consolidate requirements. (See Tab A for an initial proposed solution for this problem.)

Separate memo is being written

(2) A central CIA reading panel is not possible without extensive CIA reproduction facilities. The establishment of a reading panel now would prove of marginal value.

*Agree.**Microfilm library may ultimately serve a part of this need.*

2. Recommendations

The following recommendations together with plans for implementation are presented to simplify and to improve present Liaison Branch operations:

a. Overall Liaison Branch

(1) Provide all professional personnel with the following informational materials:

(a) ORE production plans and program.

(b) ORE analysis of gaps in collection coverage.

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(Dr. [REDACTED] is obtaining and facilitating transmission of these materials to Liaison Branch Officers.)

(2) Establish a requirements coordinating committee or a similar organization.

(Memorandum proposing this plan submitted by Management Officer to Executive for concurrence and discussions are being held with interested Assistant Directors. See Tab A.)

Believe this is a poor idea. Am writing separate memo.

(3) Remove ad hoc translation requirements from the formal RD process.

*Done - except those from other agencies***CONFIDENTIAL**

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(Dr. [redacted] agreed to immediate removal of ad hoc translation requests originating in CIA from the formal RD process. See Tab B. Removal of IAC requests is deferred pending contemplated changes in organization.)

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(4) Decentralize liaison control records to each desk and eliminate machine tabulating records of these contacts.

Impractical

(No specific decision has been made on decentralization of liaison control records. Machine tabulating records ~~are being discontinued immediately~~. See Tab B.) *last spring.*

(5) Design and adopt a simple telephone request form for use by all desks on liaison RDs.

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(This form is being designed for use within all of OCD. The Administrative Staff, OCD, assumes responsibility.) *OK* [redacted]

(6) All desks utilize document receipt, Form No. 38-16A, for transmittal of CD materials to agency requesters. *Done.*

(Implemented by Directive. See Tab B.)

(7) Eliminate loan records on desks by channeling all loan materials to Library for library loan control. *Impractical*

(Implemented by Directive. See Tab B.)

(8) Refer all currently used unnumbered ditto forms to Management Office for assignment of form numbers. *Operationally undesirable for some types*

(The Administrative Staff has started this project.)

(9) Simplify statistical record-keeping on all desks by use of simplified form. *Done.*

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(Mrs. [redacted] of Management Office and Mr. [redacted] of Operations Staff, OCD, to work out simplification of form.)

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(10) Eliminate recording and reporting of RD-CD failures. *Done*

(Formal reporting by OCD to be eliminated. However, internal reporting to be continued for Assistant Director, OCD.)

(11) All desks channel reproduction action to IDD of Library. When this is impractical use a copy of reproduction requisition for control on reproduction. State Desk eliminate separate control on panel reproduction. *Done*

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(To be implemented by Directive. See Tab B.)

(12) All desks re-examine dissemination of non-CIA materials which require reproduction to keep reproduction activity to a minimum. This action is particularly needed on State Desk and on CIA Desk dissemination of ERS materials, e.g.: What are our responsibilities as a third agency to reproduce materials for IAC dissemination?

Done

(To be implemented by Directive. See Tab B.)

Also, Operations Staff will periodically review reproduction to spot unusual or costly reproduction requests.)

(13) All desks indicate desirability of Library accessioning those documents obtained through procurement channels.

Accessioning is S.O.P.

(To be implemented by Directive. See Tab B.)

b. Office of the Chief

(1) Control Clerk eliminate logging of:

(a) incoming RDs

(b) outgoing CDs

(c) requests referred to other sections of OCD or Map Branch for direct action.

Impractical. Chief must be able to follow up.

(2) Eliminate referral of formal document requests to the Library and assignment of RD number in the Library.

Same ↑ No saving.

(3) Discontinue filing copy of RD in branch control.

(4) Simplify cross-indexing operation by use of interlined carbon flimsy to reduce typing to a one-time proposition. Limit cross-index files to:

Possible.

(a) Subject (include names of individuals, organization, publications, and specific materials).

(b) Country, broken down by major subject area.

(5) Eliminate compilation of subject and country frequency record. Instead, compile report from cross index, described in 4(b) above, with only one geographic and one subject area being specified per RD.

Done. In July.

(All of the above recommendations will be worked out by Liaison Branch with assistance from Management Office.)

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(1) State - Change format of [redacted] publication to eliminate clipping and re-indexing of these articles. Gear operation to time when typewriter tape can be used for typing the publication.

*Fine.
If State
can be
persuaded.*

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25X1A7a

(Dr. [redacted] agrees. See Tab C for further action on simplification of [redacted])

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(2) State - Eliminate cross-index record to files. If filing system is inadequate obtain services of Mr. [redacted]

(To be implemented by State Desk.)

(3) CIA Desk - Simplify records by eliminating:

(a) Cross index to RDs.

(b) Cross reference to control numbers.

(To be implemented by CIA Desk.)

*No. "files"
These files
are handy
reference
lists. They
save work
and time -
and control
5-10 minutes
a day.*

d. Table of Organization

With implementation of the above recommendations, it is felt that the present table of organization is adequate with the several changes which have been incorporated into the table of organization issued 25 August 1949.

(Agreement reached by all concerned. Classification Division, Personnel Office, has tentatively agreed to recommended changes.)

*See
Comment
in OGD
Memo*

e. As the problems affecting Liaison Branch operations set forth in the succeeding paragraph are resolved with the offices specified, Liaison Branch activities be geared to reflect the necessary changes in procedure and operation.

(No immediate action can be taken. However, all interested parties have agreed to assist in implementing changes resulting from reconciliation of these problems.)

*Where is
paragraph 3?*

4. Management Office action is needed to follow through with appropriate offices in resolving the following problems which relate to Liaison Branch activity. Action now in process is indicated in parentheses.

a. ORE - Transfer ORE office allocation of intelligence materials to OCD.

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or OSI evaluation of information furnished by OCD registers in reply to IAC collection directives.

unnecessary

(This matter is being discussed within OCD.)

m. OCD-Library - Determine feasibility of Library accessioning and holding marginal-value information materials in lieu of regular distribution.

(The Chief, Library, has taken this question under advisement.)

n. OCD-Library - Arrange for prompt messenger service on batch materials.

(A messenger was temporarily reassigned to improve this situation.) *Somebody must now be shy one messenger.*

o. OCD-Library-OSO - Arrange for maximum utilization of signal center cable files in lieu of re-collection of cable from originating IAC agency.

(Library is making a study to determine kind and dates of cables which are unavailable.)

p. OCD-IR - Determine ability of Industrial Register to maintain and service State tele-communication files prior to transfer of these files to CIA.

Good

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q. ICAPS - Push preparation of electromatic typewriter tape by State on [REDACTED]

(See Tab C.)

r. ICAPS - Take constructive action to remedy gaps in IAC collection coverage.

(See Tab C.)

s. AD/OCD - Arrange for flow of NSCIDs to Liaison Branch officers. (Note: Officers in Army-Air have a set for constant reference. This is embarrassing to our men who cannot discuss these directives with them.)

*Good.
Done.*

(See Tab C.)

t. ICAPS - Facilitate procurement by CIA of information and statistics contained in files of other government agencies, e.g., costly recollection of information in other agency files has been instituted through OO/C facilities when agencies such

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8-8307

Office Memorandum • UNITED STATES GOVERNMENT

TO : Executive
FROM : Management Officer
SUBJECT: CIA Intelligence Requirements

*This is cumbersome, costly
in manhours, bound to
create delays and troubles
instead of curing them.
Am writing a separate Memo*

1. Effective intelligence requirements activity embraces con- sideration of two primary factors:

a. Maximum coordination to insure that all possible users are satisfied through a single collection action.

b. Rapid transmittal of requirement to the collecting agency to permit quicker fulfillment of requirement and to allow the collecting agency the maximum margin of time.

2. To enhance achievement of the above stated objectives within CIA, it is proposed that:

a. A standing requirements coordinating committee be established within CIA.

b. Such committee could be composed of:

Chairman - OCD Representative
ORE Representative
OSI Representative
OO Representative
OSO Representative
OPC Representative
ICAPS Representative
IAC Representatives

Other office or branch representatives to participate on call only.

c. The Committee will meet at 0900 each working morning for concise constructive action. It will be the responsibility of the Chairman to develop Committee procedures, to prepare the agenda for the Committee meeting and to control the meeting in such manner as to accomplish necessary action in the shortest time consistent with good results.

d. Each Committee member will submit to the Committee Chairman by 1500 of the preceding day final master ditto copies of all requirements emanating from his area during that day. It will be the responsibility of each Committee member to insure that the CIA Library and other internal CIA reference repositories have been searched for the needed data prior to submission of a requirement directive. Also, in the case of ORE and OSI requirements, coordination with IAC agencies should have been accomplished.

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TAB A

e. The Committee Chairman will reproduce the requirement in sufficient copies to provide one copy to each Committee member. It will also be the responsibility of the Committee Chairman to search the requirements cross-index to determine if prior collection action has been taken.

f. At each morning meeting the new requirements will be reviewed by each Committee member to determine if his office has an interest in the requirement. Revision of requirements in which additional or conflicting interests arise will be the responsibility of the originating office with the interested offices supplying any necessary assistance.

g. As occasion arises, liaison officers from the IAC agencies will be invited to present their requirements to this Committee. Full-time participation would be most desirable.

h. The ICAPS representative will attend all meetings with the specific mission of assisting in IAC liaison and interpretation of CIA policy as related to IAC. It will be the further responsibility of the ICAPS representative to maintain close liaison with the Office of the Executive on matters of policy and matters concerning support to the CIA Control Program.

3. This proposal presupposes the following changes in Agency requirements policy which should be reflected in current statements of function:

a. Coordination of CIA requirements with IAC counterparts will be informally effected by ORE and OSI specialists.

b. Final consolidation of CIA requirements will be effected by the originating office and of IAC requirements by the CIA office having primary interest.

4. It is recognized that this Committee may in time assume secondary and tertiary responsibilities, e.g.:

a. Determination of gaps in collection coverage.

b. Assistance to OCD in assignment of collection action.

c. Assistance to the operations control program under the CIA Control Officer's guidance.

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MEMORANDUM TO: Liaison Branch Personnel
FROM: Chief, Liaison Branch
SUBJECT: Management Survey Recommendations.

1. The recent Management survey of Liaison Branch has resulted in the following recommendations:

a. To the maximum extent possible, requests for translations of a specific document emanating in CIA should be removed from the formal RD procedure. Such requests should be informally referred to FDB by either the requester or the Liaison Branch officer and FDB should transmit results directly to the CIA requester.

b. Discontinue machine tabulating record for contact control.

c. All desks comply with the following outstanding instructions:

(1) Use document receipt, Form No. 38-16, for transmittal of CD materials to agency requesters.

(2) Eliminate loan records at desks by channelling all loan materials to Library for library loan control.

(3) All desks channel all materials requiring reproduction to Information Distribution Division of the Library. When it is determined that it is not practical to use IDD facilities, the desk will use a copy of the requisition for control and for followup on the reproduction request.

(4) All desks determine the desirability of and be responsible for the Library accessioning those documents obtained through procurement efforts of the Liaison Branch.

d. All desks re-examine dissemination patterns established for non-CIA materials which require reproduction with a view to holding reproduction activity to a minimum.

2. All desks are requested to take immediate steps to comply with the above recommendations.

Chief, Liaison Branch

Concurrence;

Asst. Director, OGD

Date

TAB B

Even if I agreed 100% with its intent, I would sign no paper so carelessly worded as this. Deleted. Per New Year resolution. *Just*

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No. Library indexes intelligible documents as S.O.P. Good.

No written directive needed.

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MEMORANDUM TO: Chief, ICAPS
THROUGH: Executive
FROM: Management Officer
SUBJECT: Management Survey, Liaison Branch, OCD.

1. A recent Management survey has disclosed certain Liaison Branch problems which are susceptible to ICAPS assistance:



b. ICAPS can materially assist OCD in remedying gaps in collection coverage if a continuing liaison were established between ICAPS and OCD so that each new problem can receive immediate attention.

c. Top-level support or administrative determination on occasion is needed to procure information and statistics contained in files of other government agencies, especially the non-IAC agencies. The expense of assembling the data for us is often given as the reason for the refusal. In some cases costly re-collection of this information has been instituted through OO/C or other CIA collection facilities. A channel should be open whereby OCD can refer such instances to the Executive or ICAPS for needed assistance and support.

d. The Liaison Officers feel an acute need to have ready access to the NSC and NSCID issuances. A determination as to the propriety of supplying this information is needed.

2. I feel sure that any assistance you can provide OCD in overcoming these problems will be cordially received.

Long sent to CO RPS



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TAB C